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Chief, Operations School

16 March 1961

INFO : Educational Specialist

Chief of Station/ [REDACTED]

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Suggested Revision of OC Program

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REF : Memo from Educational Specialist to DT [REDACTED] dated 30 January 1961, same subject

1. Paragraph 4 a. Agent Training Exercise #1 did take place on 23 November which followed the lecture and seminar by less than two weeks. Were it true that we had a two-month gap between the lecture and the first exercise, we would agree that the time was much too long.

2. Omitted from the memorandum is any reference to Agent Training Exercise #3 which followed the last visit of the Educational Specialists. This exercise was deliberately delayed in order to insure that the C/O himself had the skills necessary for training.

3. Paragraph 5b. I am certain that a quick look at the schedule leads to the assumption that study time is a luxury. However, our present efforts are being bent toward allowing more rather than less. On the day mentioned, the class had already had a full week of agent meetings, as they do every week in the latter part of the course, plus an additional night exercise. The meetings demand numerous hours of preparation and follow-up which is difficult to accomplish in night hours alone. When, in addition, we require training plans to be made up for the agent training exercise, and urge a dry run, some time has to be allowed for this.

4. Paragraph 5c. Without debating the importance to an agent of training versus access, motivation, personality, etc., it is additionally true that the case officer needs thorough substantive knowledge before he can impart to the agent whatever skills are pertinent to the operation. We have found that students fail in the practical work more often because of lack of knowledge of the subject than for any other reason. We feel, therefore, that we must schedule in favor of substantive material rather than training techniques.

5. The addition of four more hours of instruction in training is certainly desirable for many points of view. So is the inclusion of considerable more hours on many other subjects. The addition of

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four hours to our training block would result in a total of ten and a half hours, unless we eliminated two of our practical exercises in training. It is a matter of values. Our Counter Intelligence and [REDACTED] blocks, for example, are approximately fifteen hours apiece. From the points of view of individuals interested in these two fields, I am sure that this amount is inadequate. We can certainly appreciate the feeling that the same is true of our training block.

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